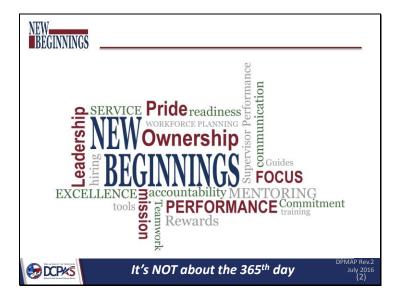
## Slide 1



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## **Lesson 4 Learning Objectives**

Upon completion of this lesson, you will be able to:

- > Define the role continuous feedback plays in successful performance management.
- Identify behaviors that promote a constructive performance feedback session.
- > Explain how helpful performance feedback is beneficial for supervisors and employees.
- Give examples of how to provide effective performance feedback.



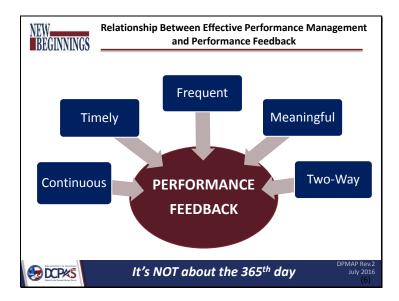
It's NOT about the 365th day

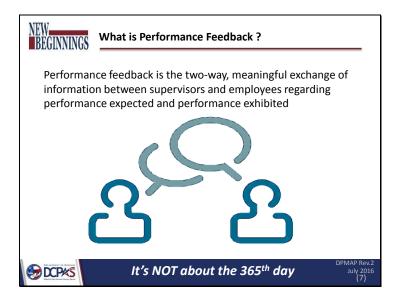
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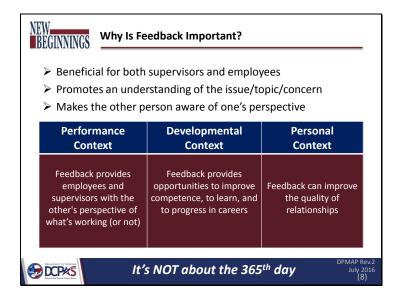






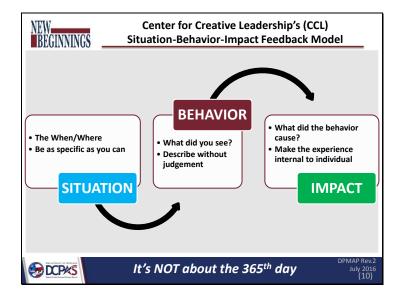


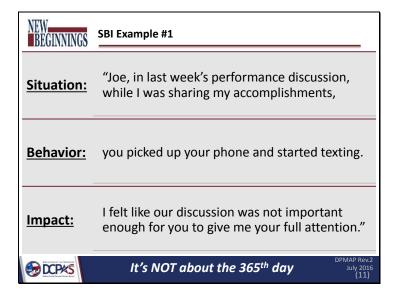



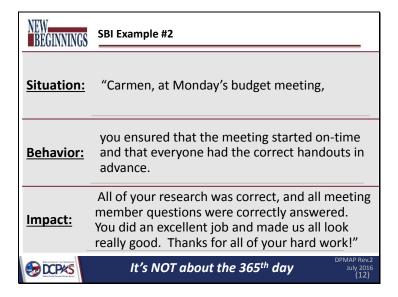

# Slide 9

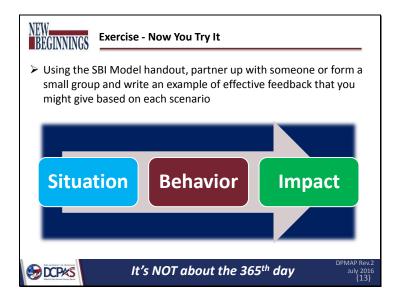
NEW BEGINNINGS	Examples of Effective Feedback Techniques	
TYPE	EXPLANATION	EXAMPLE
"When you"	State specific facts of behavior - (non-judgmental)	???
"I'm concerned"	Describe how behavior affected you or the office.	???
"Because I "	State why the observed behavior affected you in this way.	???
Pause and listen for response	Ask if the other person has ideas about what to do. Give the other person an opportunity to respond.	???
"I would like "	Describe what change you want the other person to consider.	???
"Because "	State why the change is needed.	???
"What do you think "	Listen to response. Discuss options and compromise on a solution, if necessary.	???
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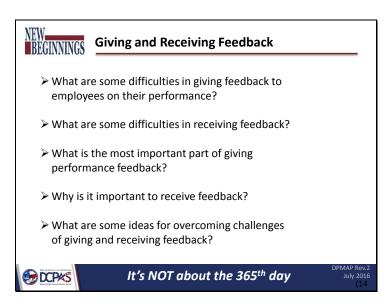



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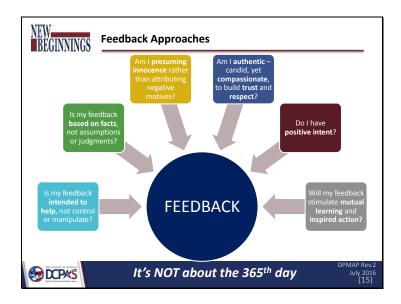




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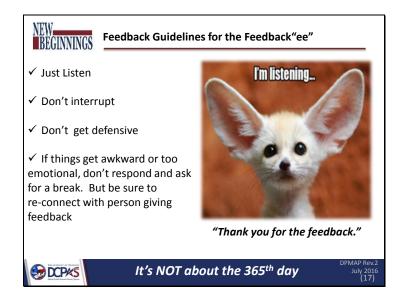

### Feedback Guidelines for the Feedback"er"

- ✓ Be specific and factual; don't evaluate or judge
- $\checkmark$  Separate observations about behavior from the impact of the behavior
- ✓ Check for clarity to ensure that the receiver fully understands what's being conveyed
- $\checkmark$  Refer to behaviors about which the receiver can do something
- ✓ Provide timely feedback after the behavior



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## **Learning Objectives Review**

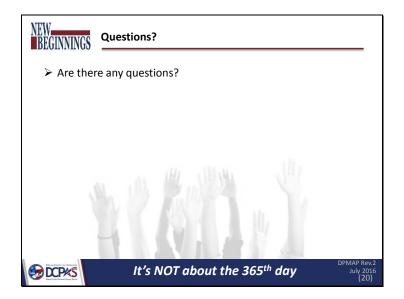
You should now be able to:

- > Define the role continuous feedback plays in successful performance management.
- ➤ Identify behaviors that promote a constructive performance feedback session.
- Explain how helpful performance feedback is beneficial for supervisors and employees
- Give examples of how to provide effective performance feedback.



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#### **Additional Resources**

- National Defense Authorization Act for Fiscal Year 2010 Section 1113(d) (Washington D.C.: November 2011)
- DODI 1400.25, Volume 431, DoD Civilian Personnel Management System: Performance Management and Appraisal Program.
- DODI 1400.25, Volume 451, DoD Civilian Personnel Management System: Awards.
- > DCPAS Resources and References web site:

https://www.cpms.osd.mil/Subpage/NewBeginnings/ResourcesReferences/

DCPAS HR Toolkit:
https://dodhrinfo.cpms.osd.mil/Directorates/HROPS/Labor-and-Employee-Relations/Performance-Management/Pages/PM-Guides-TipSheets-Checklists.aspx

DCPAS LERD web site

 $\underline{https://dodhrinfo.cpms.osd.mil/Directorates/HROPS/Labor-and-Employee-Relations/Pages/Home 1.aspx}$ 

- Center for Creative Leadership (CCL) with Karen Kirkland and Sam Manoogian. Ongoing Feedback: How to Get It, How to Use It (1st Edition) (Greensboro: Pfeiffer, 2007)
   Center for Creative Leadership (CCL) with Raoul J. Buron and Dana McDonald-Mann. Giving Feedback to Subordinates (1st Edition) (Greensboro: Pfeiffer, 2007)
- Corporate Leadership Council. Building the High-Performance Workforce: A Quantitative Analysis of the Effectiveness of Performance Management Strategies (Washington D.C.: Corporate Executive Board, 2002)
- > Crane, Thomas G. The Heart of Coaching (4th Edition) (San Diego: FTA Press, 2007)



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